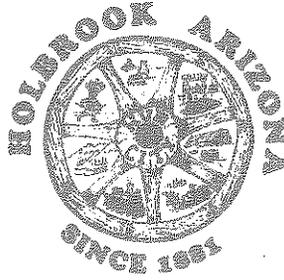

465 First Avenue
P.O. Box 970
Holbrook, AZ 86025

CITY OF HOLBROOK



Telephone: (928) 524-6225
Fax: (928) 524-2159
holbrookcity@ci.holbrook.az.us

Bid Results
Sanitation Services due Decmeber 5, 2012 1 p.m.

Present for opening:

Cher Reyes, City Clerk
Ray Alley, City Manager
Randy Sullivan, Finance Director

Three bids received:

Larson Waste

R&M Refuse

Waste Management

See attached proposal sheets



Larson Waste Inc
1440 W. Rutledge Dr
Snowflake, AZ 85937
928-536-3398
888-533-3398

December 5, 2012

City of Holbrook, Arizona

City Clerk's Office

465 First Ave

PO Box 970

Holbrook, AZ 76025

Attn: Ray Alley, City Manager
rayalley@ci.holbrook.az.us

Bid Proposal for
TRASH COLLECTION

4.2 Qualifications and Suitability - Notarized financials and references shall be furnished upon request.

4.2.1 Proposal Information

1. Company Name: Larson Waste Inc.
2. Address: 1440 W Rutledge Dr, Snowflake, AZ 85937
3. Telephone: 928-536-3398 Toll Free 888-533-3398
4. Corporation organized under the laws of the State of Arizona
5. Number of years of experience in projects of this type 14
6. Three Projects of this type in the last five (5) years:

Town of Snowflake: Subscription Service
Town Manager - Paul Watson 928-536-7103
81 W 1st South, Snowflake, AZ 85937

Town of Taylor: Subscription Service
Town Manager – Eric Duthie 928-536-7366
PO Box 158, Taylor, AZ 85939

Town of Pinetop-Lakeside: Subscription Service
Town Manager - Kelly Udall 928-368-8696
1360 N. Niels Hansen Lane, Lakeside, AZ 85929

Heber/Overgaard Area: Subscription Service

7. Nolan R. Larson, President and Owner of Larson Waste Inc., see attached resume.

4.2.2 Subcontractor: Larson Waste Inc will not subcontract any of this bid

4.3 Rate of Service

Residential Trash with 96-Gallon Cart

Flat rate price per residential unit x 1 pickup/week
- 96 gallon refuse container = \$ 7.45 /month

Additional container rate = \$ 7.45 /pick up

Trash Collection for City Government Buildings

Trash with 96-Gallon Cart

Flat rate price per residential unit x 1 pickup/week
- 96 gallon refuse container = \$ 7.45 /month

Additional container rate per site = \$ 7.45 /pick up

Trash with Service with Metal Bins

Flat rate price per 2 cubic yard bin x 1 pickup/week = \$ 50.00 /month

Flat rate price per 2 cubic yard bin x 2 pickup/week = \$ 80.00 /month

Flat rate price per 3 cubic yard bin x 1 pickup/week = \$ 75.00 /month

Flat rate price per 3 cubic yard bin x 2 pickup/week = \$ 120.00 /month

Flat rate price per 4 cubic yard bin x 1 pickup/week = \$ 90.00 /month

Flat rate price per 4 cubic yard bin x 2 pickup/week = \$ 144.00 /month

4.4 Value Added Services

Larson Waste Inc. is a company which is very active in the communities we provide our services. We support through the Little Leagues, City Events, City Chamber of Commerce's, Schools and Churches.

4.5 Customer Service Standards

Larson Waste Inc takes pride in excellent customer services. Our office staff is always available to assist customers in a personal & professional manner, (No Phone Trees). Larson Waste Inc., has a toll free listing (888-533-3398) for the convenience of the City's residents. All incoming calls will be answered by one of our qualified staff, who can handle any questions or complaint the customer might have. Any calls received by voice mail after hours will be handled on the next business day.

4.6 Safety Standards

All Larson Waste Inc. drivers have met the requirements in order to obtain their Commercial Drivers License, and have been trained in the safe operation of the equipment they are assigned to. Guidelines for the safe operation of their equipment, so as to provide for their own safety as well as the safety of the public is outlined in each drivers written job description. Management closely monitors the daily performance and safety of each driver. Larson Waste Inc. requires all of its drivers to adhere to the safety policies and procedures contained within the Company Handbook, as well as adhering to all local, state, and federal guidelines required by the Department of Transportation and the law enforcement agencies in the areas in which they are operating.

Larson Waste Inc. provides ongoing training for all drivers, with the goal in mind of increasing the operational skills of each driver and increasing their sense of awareness as it pertains to the safe operation of their equipment. Larson Waste Inc. has developed a Safety Incentive Program which places an emphasis on continued education and awareness in the area of safety, with procedures in place to regularly review safety procedures with drivers, ensure that safety procedures are being followed, and to investigate and address any incidents where safety procedures have been violated.

Larson Waste Inc. is committed to providing a safe environment for all of its team members to operate in, and is equally committed to ensuring the public safety in the communities that we serve.

See Attached copy of Larson Waste Inc. Company Snapshot FMCSA Safety Rating.

4.7 Hiring Practices

Larson Waste Inc. adheres to all Arizona State hiring practices regarding the verification of employment eligibility through Basic Pilot Program, and all Federal hiring practices by way of the E-Verify Program.

4.8 Commitment to Sustainability

Larson Waste Inc. has recognized the need of increased awareness by all waste haulers as it relates to stewardship of the environment and increased efforts to develop waste diversion programs. Larson Waste Inc., as a member and sponsor of the Real AZ Corridor, works very closely with state, county, and local government leaders, as well as business leaders in an effort to develop business models that are beneficial to the economy of our area as well as address the environmental benefits or impacts that potential businesses may have. Larson Waste Inc. recently worked in conjunction with the Department of Defense and private defense contractors by providing our facilities for the testing of various waste to energy units. Larson Waste Inc. currently has a waste diversion program whereby we mine cardboard and metal

from waste processed through our Transfer Station, and process it for delivery to the appropriate buyers, thus keeping these materials from going into the landfill. Larson Waste Inc. is committed to increasing the size of our business footprint, while at the same time seeking out the technologies and business partners that will help to decrease the size of our environmental footprint. Larson Waste Inc. has been a member of the ADEQ Recycle Committee for the past 5 years. We have diverted 11,600 lbs. of White Paper through recycling also in the past year have processed 325,440 lbs. of steel and 230,560 lbs. of OCC Cardboard. Larson Waste Inc. has helped a locally owned business start up, which recycles White Paper from local schools throughout the White Mountains.

4.9 Miscellaneous

Larson Waste Inc. will partner with the City of Holbrook on projects that are fiscally and environmentally responsible.

4.10 Community Engagement

Nolan Larson, President and Owner of Larson Waste Inc., has been appointed by Arizona Governor Jan Brewer to the Arizona Rural Business Development Advisory Council, representing Navajo County.

Nolan Larson is an active EMT and serves on the Town of Snowflake/Taylor Ambulance Crew monthly.

Larson Waste Inc. is a member of REAL AZ Corridor.

Larson Waste Inc. is members of all Chamber of Commerce programs in the areas we serve.

Larson Waste Inc. is a sponsoring member of the W.M.B.O.A. (White Mountain Business Owners Assoc.)



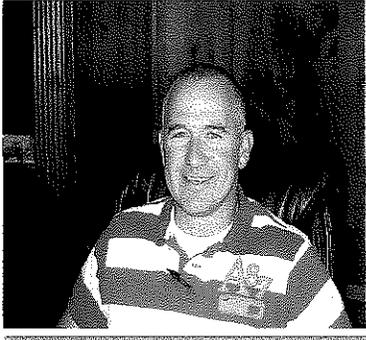
Nolan R Larson
President/Owner
Larson Waste Inc

12/5/12

Date

Nolan R Larson

12/3/2012



1440 W Rutledge Dr, Snowflake, AZ 85937

928-243-0922

nolan@larsonwaste.com

PERSONAL

Married to Michele Larson 24 years
4 Children, Blake, Kyle, Garrett, Shelly
2 year Mission – Bangkok, Thailand Aug 1985-Aug 1987

EDUCATION

Snowflake High School, Snowflake, AZ 1984
Graduate Highest Distinction 1984
Rick's College, Rexburg ID
Mesa Community College, Mesa, AZ
Northland Pioneer College

EXPERIENCE

President/Owner Larson Waste Inc 1995 – Present
Taylor Fire/EMS Jan 1999 – Present
EMT IV Certified
Helped on Major Disasters- Rodeo/Chedisky Fire
Hurricane Ike (Houston TX)
Various Leadership Positions in Church
Private Pilot

HONORS & AWARDS

Honor Society
Eagle Scout

HOBBIES & INTEREST

Family
Enjoys being involved in Community, serving and helping people.
Flying
Triathlons
Outdoors
Scuba Diving

USDOT Number
 MC/MX Number
 Name

Enter Value: 1796378

Company Snapshot

LARSON WASTE INC
USDOT Number: 1796378

[ID/Operations](#) |
 [Inspections/Crashes In US](#) |
 [Inspections/Crashes In Canada](#) |
 [Safety Rating](#)

Other Information for this Carrier <hr/> <input type="checkbox"/> SMS Results <input type="checkbox"/> Licensing & Insurance
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Carriers: If you would like to update the following ID/Operations information, please complete and submit form [MCS-150](#) which can be obtained [online](#) or from your State FMCSA office. If you would like to challenge the accuracy of your company's safety data, you can do so using FMCSA's [DataQs](#) system.

Carrier and other users: FMCSA provides the Company Safety Profile (CSP) to motor carriers and the general public interested in obtaining greater detail on a particular motor carrier's safety performance than what is captured in the Company Snapshot. To obtain a CSP please visit the [CSP order page](#) or call (800)832-5660 or (703)280-4001 (Fee Required).

For help on the explanation of individual data fields, click on any field name or for help of a general nature go to [SAFER General Help](#).

The information below reflects the content of the FMCSA management information systems as of 11/28/2012.

Entity Type:	Registrant		
Operating Status:	Active	Out of Service Date:	None
Legal Name:	LARSON WASTE INC		
DBA Name:			
Physical Address:	1440 W RUTLEDGE SNOWFLAKE, AZ 85937		
Phone:	(928) 536-3398		
Mailing Address:	1440 W RUTLEDGE SNOWFLAKE, AZ 85937		
USDOT Number:	1796378	State Carrier ID Number:	
MC or MX Number:		DUNS Number:	--
Power Units:		Drivers:	
MCS-150 Form Date:	07/28/2008	MCS-150 Mileage (Year):	
Operation Classification:			
	Auth. For Hire	Priv. Pass.(Non-business)	State Gov't
	Exempt For Hire	Migrant	Local Gov't
	Private(Property)	U.S. Mail	Indian Nation
	Priv. Pass. (Business)	Fed. Gov't	
Carrier Operation:			
	Interstate	Intrastate Only (HM)	Intrastate Only (Non-HM)
Cargo Carried:			
	General Freight	Liquids/Gases	Chemicals
	Household Goods	Intermodal Cont.	Commodities Dry Bulk
	Metal: sheets, coils, rolls	Passengers	Refrigerated Food
	Motor Vehicles	Oilfield Equipment	Beverages
	Drive/Tow away	Livestock	Paper Products
	Logs, Poles, Beams, Lumber	Grain, Feed, Hay	Utilities
	Building Materials	Coal/Coke	Agricultural/Farm Supplies
	Mobile Homes	Meat	Construction
	Machinery, Large Objects	Garbage/Refuse	Water Well
	Fresh Produce	US Mail	

[ID/Operations](#) |
 [Inspections/Crashes In US](#) |
 [Inspections/Crashes In Canada](#) |
 [Safety Rating](#)

US Inspection results for 24 months prior to: 11/28/2012

Total inspections: 2

Note: Total inspections may be less than the sum of vehicle, driver, and hazmat inspections. Go to [Inspections Help](#) for further information.

Inspections:

Inspection Type	Vehicle	Driver	Hazmat
Inspections	0	2	0
Out of Service	0	0	0
Out of Service %	%	0%	%
Nat'l Average % (2009- 2010)	20.72%	5.51%	4.50%

Crashes reported to FMCSA by states for 24 months prior to: 11/28/2012

Note: Crashes listed represent a motor carrier's involvement in reportable crashes, without any determination as to responsibility.

Crashes:

Type	Fatal	Injury	Tow	Total
Crashes	0	0	0	0

[ID/Operations](#) | [Inspections/Crashes In US](#) | [Inspections/Crashes In Canada](#) | [Safety Rating](#)

Canadian Inspection results for 24 months prior to: 11/28/2012

Total inspections: 0

Note: Total inspections may be less than the sum of vehicle and driver inspections. Go to [Inspections Help](#) for further information.

Inspections:

Inspection Type	Vehicle	Driver
Inspections	0	0
Out of Service	0	0
Out of Service %	0%	0%

Crashes results for 24 months prior to: 11/28/2012

Note: Crashes listed represent a motor carrier's involvement in reportable crashes, without any determination as to responsibility.

Crashes:

Type	Fatal	Injury	Tow	Total
Crashes	0	0	0	0

[ID/Operations](#) | [Inspections/Crashes In US](#) | [Inspections/Crashes In Canada](#) | [Safety Rating](#)

The Federal safety rating does not necessarily reflect the safety of the carrier when operating in intrastate commerce.

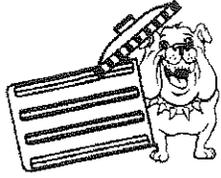
Carrier Safety Rating:

The rating below is current as of: 11/28/2012

Review Information:

Rating Date:	None	Review Date:	None
Rating:	None	Type:	None

R&M REFUSE



Offering
Residential & Commercial
Garbage Service

PO Box 90884
WML, AZ 85912

Office: 537-9432
Fax : 532-3150

Mike Eriksen - Owner

R+M Refuse
12/5/12

Request for Proposal

CITY HOLBROOK, ARIZONA

TRASH COLLECTION

Proposals Due By Due December 5, 2012 1 p.m. to
City Clerk's Office 465, 1st Avenue, Holbrook, AZ 86025

Section 1: Introduction & Overview

1.1 Purpose of Solicitation

The City of Holbrook (the City) is seeking the services of a private Contractor to conduct the City's residential trash collection and to work with the City to provide a seamless transition of this service within the community.

The City intends to award one contract to the most responsible and responsive Bidder for comprehensive services sought.

1.2 Proposal Process

11-08-2012	Proposal Package Available
11-21-2012, 10 a.m.	Pre-Proposal Questions Due
11-30-2012, Noon	Responses to Questions Available
12-5-2012, 1 p.m.	Sealed Proposals Due / Bid Opening

December 18, 2012	City Council award bid
December 19, 2012	Notice to Proceed
March 1, 2013	Contract Begins

This proposal process is subject to and shall comply with the requirements of the City's Procurement Code.

1.3 Pre-Proposal Information

Questions regarding the Invitation for Proposal, the proposal process, and the program specifications shall be in writing and filed with Ray Alley, City Manager in person to the at 465 1st Avenue, Holbrook, AZ 86025; by email at rayalley@ci.holbrook.az.us; or by mail at P.O. Box 970, Holbrook, AZ 86025. Questions are due no later than November 21, 2012.

Responses to Questions shall be provided to all interested parties no later than November 30, 2012, 12 noon. Response will be provided via email and will also be available at the City Hall, upon request. There will be no private or unilateral consultations between Bidders and City representatives prior to the City's receipt of proposals.

1.4 Submission Deadline

Sealed proposals will be received at the Office of the City Clerk, until December 5, 2012, 1 p.m. At that time and place they will be publicly opened and read aloud.

1.5 Proposal Copies & Conditions

One signed copy of the Proposal shall be submitted on the forms prepared for this project and shall be enclosed in a sealed envelope bearing the name of the Proposer and name of the project. The proposal shall be delivered by the time and to the place stipulated in this document. It is the

Proposer's sole responsibility to see that his/her proposal is received on time. Any proposal received after the scheduled closing time for receipt of proposal will be returned to the Proposer unopened.

The completed proposer forms shall be without interlineations, alterations and erasures. Emailed, oral, telegraphic, or telephonic proposals or modifications will not be considered.

1.6 Length of Contract

The term of this Contract shall be for 3 (3) years. The contract may be extended for one (1) additional one- year periods upon the mutual agreement of the parties. The services of the Contractor shall commence on March 1, 2013 and terminate at midnight on February 28, 2016.

1.7 Exclusive Contract

The Contractor is designated and appointed as the sole and exclusive contractor for residential trash collection during the service term.

1.8 City's Right of Refusal

The City reserves the right to reject any or all proposals, and to make awards in the best interest of the City.

1.9 Evaluation of Proposals

The Contract shall be awarded to the most responsible and responsive Proposer whose proposal meets the requirements and criteria set forth in this Request for Proposal and receive the highest

overall score. These criteria include general competency including industry – particularly the ability to clearly explain its operations; reliability; and references. To this end, each proposal shall be accompanied by a statement of the Proposer’s experience within the last five (5) years; a brief explanation of the Proposer’s operations (including any subcontractors); a summary of the Proposer’s procedures to ensure public safety during its operations. Each of these explanations should be no more than one (1) page each. If sections of the bid are to be handled by a subcontractor, the proposal should clearly state the name, contact person, and responsibilities of each subcontractor.

Proposal Evaluation

Criteria	Maximum Points
Section 4.3 Rate for Service	50
Section 4.4 Value Added Services	30
Section 4.5 Customer Service Standards	
Section 4.6 Safety Standards	
Section 4.10 Community Engagement	
Section 4.2 Qualifications and Suitability, Financial Report	
Section 4.2.1 Proposer Information	10
Section 4.9 Miscellaneous	5
Total	100

1.10 Designated Contacts

MCE

The City's lead contact person for this bid will be:

Ray Alley, City Manager

465 1st Avenue

P.O. Box 970

Holbrook, AZ 86025

928-524-6225 or 928-241-8488

rayalley@ci.holbrook.az.us

All proposals must designate an authorized contact person that will, at the discretion and direction of the City, respond to requests for information or clarification concerning the submitted proposal.

1.11 Payment to Contractor

The Contractor shall be reimbursed on a monthly basis for its services, in an amount to be determined by multiplying the number of accounts active by the contractor rate for each service type. The Contractor rate shall be determined by the proposal process.

The Contractor shall submit an invoice to the City at the beginning of each month for the amount due for service provided during the previous month. The invoice shall include the residential service charges, miscellaneous charges clearly labeled, adjustments, the total number of accounts serviced, and the total amount due.

The City shall be responsible for billing residents for trash collection services. To meet community goals, the City reserves the right to establish a rate structure charged to customers for trash collection different from the rate structure it pays under this contract, including charging an administrative fee.

1.12 Inflation Adjustments - CPI and Fuel Surcharge

The compensation payable to the Contractor shall be subject to a Consumer Price Index (CPI) and fuel surcharge adjusted annually on the anniversary date of the contract.

Rate Increase – The compensation to contractor for the second and subsequent years of the agreement shall be adjusted upward annually on the anniversary date of the contract to reflect changes in the cost of doing business. For purposes of this of this RFP, “CPI” is defined as the Western Region Consumer Price Index for All Urban Consumers (CPI-U), as published by the Bureau of Labor Statistics (BLS), United States Department of Labor. Any percent change in the CPI shall equal the percent change in the collection rate, with a floor no lower than zero percent (0%) per year.

Fuel surcharge – The compensation payable to the Contractor shall be subject to a fuel surcharge adjusted annually on the anniversary date. The adjusted compensation calculation shall be tied to the West Coast PADD 5 weekly price per gallon of Diesel (On-Highway) – All Types, published by the Department of Energy (DOE) (found online at http://tonto.eia.doe.gov/dnav/pet/pet_pri_gnd_dcus_r50_w.htm).

Section 2: Background

2.1 Goal

The City seeks to partner with a company to provide safe, efficient and environmentally responsible trash collection services for its residents. In addition, a partner with a demonstrated commitment to the communities they serve.

2.2 Demographic Data

Population-5023

Size: 14.1 square miles

Residential Single Family Households: 1400 (estimated)

Residential Multifamily (7 units or less) Units: 15 (estimated)

Section 3: Services to be Performed by Contractor & Related Information

3.1 Work To Be Done

The contract work shall consist of furnishing all the expertise, administrative support, labor, materials, equipment, parts, implements and supplies necessary for, or appurtenant to, the provision of:

1. Collection and disposal of garbage/refuse/trash for all residential units within the City, unless exempt;
2. Contract management, contract administration, and customer complaint resolution; and
3. Expertise to facilitate development and implementation of programs that will assist Holbrook with meeting the needs of the community.

3.2 Schedule for Work

The Contractor shall be required to provide residential trash pick up a minimum of one (1) time per week. Actual day of collection will be agreed upon by the City and the Contractor but must be collected between the hours of 7am to 5pm. Routes or individual residences missed, for any reason, shall be collected within 24 hours following notification. The Contractor will notify the City of any missed routes or residences as soon as known by the Contractor.

No service pick-ups shall be made on any Saturday, Sunday, New Year's Day, Thanksgiving, or Christmas. The Contractor may set a holiday schedule different from the normal schedule. If an alternate holiday schedule is adopted, the Contractor must notify all affected residents at least ten (10) days prior to the change of service. Notification may occur by publication or by telephone.

3.3 Refuse Containers

Residential refuse containers shall be 96 gallon in size provided by the Contractor. Replacement

trash polycarts shall be provided by the Contractor to customers for sale at a price not to exceed actual documented costs plus 10%.

Bins that are destroyed, lost or stolen shall be replaced by the Contractor at the customer's cost.

3.4 Necessary Vehicles

The Contractor shall provide all necessary vehicles and equipment needed for pick-up, transportation of trash in an efficient and environmentally sensitive manner. Pick-up and transport of all refuse shall be in covered collection vehicles.

3.5 Necessary Personnel

The Contractor shall maintain an adequate and proper staff to affect timely loading, unloading and transportation. The Contractor shall furnish drivers and collectors, who are at all times legally licensed in the State Arizona to operate the Contractor's vehicles to be used in the program. Hiring practices should adhere to the standards set by the Federal Government's Department of Homeland Security's E-Verify Program and the Arizona State policies as outlined in the Basic Pilot Program regarding the proper verification of social security numbers.

All drivers/collectors shall be alert, careful, courteous and competent in driving skills and work habits. The Contractor shall provide route maps and shall provide training to all drivers and collectors before initiating collection and before the Contractor permits an employee to begin unsupervised work. All field staff shall carry a cell phone or radio to facilitate contact with the Contractor's administration in order to deal with issues in the field in a timely fashion. The Contractor shall maintain a policy that cell phones not be used when the Contractor's vehicles

are moving in a right-of-way or actively collecting materials.

3.6 Management & Administration

The Contractor shall provide the necessary management and administrative personnel whose expertise will assure efficient operation of the services herein specified. All facilities, equipment, supplies and services required in the operation of services to the City shall be furnished by the Contractor, unless specifically identified in this document to be contributed by the City. Services shall be managed by the Contractor within the guidelines and parameters established herein. Supervision of the day-to-day operations shall be vested in the Contractor.

3.7 Operations

The Contractor shall provide all equipment and personnel necessary to operate and maintain vehicles and to collect trash. The Contractor's drivers shall be knowledgeable of customer service requirements. The Contractor shall be responsible for the mechanical condition and cleanliness of assigned vehicles. The Contractor shall not assign any vehicle to the program where the performance of its component parts is likely to jeopardize public safety, or be contrary to Arizona Vehicle Codes.

The Contractor agrees to perform all work outlined in such a manner as to meet all accepted standards for safe practices during operations and to safely maintain stored equipment, machine and materials or other hazards consequential or related to the work. The Contractor shall agree additionally to accept the sole responsibility for complying with all local, County, State, Federal or other legal requirements, including, but not limited to, full compliance with the terms of

MCE

applicable O.S.H.A. safety orders at all times as to protect all persons including employees, agents of the City, vendors, members of the public or others from foreseeable injury or damage to their property.

3.8 Customer Education

The Contractor shall make available to the City expertise it has to educate the public on the proper storage and placement of trash containers on collection day. Educational materials may include, but are not limited to, brochures, stickers, website links, and professional journal articles. The Contractor shall work with City staff on an as-needed basis to help develop City-specific outreach materials and display advertisements about trash and recycling the City

Section 4: Necessary Information from Proposers

4.1 Introduction

Proposers responding to this Request for Proposal must establish their qualifications and capabilities to provide the requested services in a technically, environmentally, and financially sound manner. The strength and experience of the Proposer in developing and operating such services, as well as the Proposer's reliability and fiscal stability, must be demonstrated. Prospective Proposers must meet the minimum qualifications set forth below to be considered eligible to compete. Proposers must possess the operational capabilities to provide and manage trash collection in the City.

4.2 Qualifications and Suitability

Each Proposer is required to supply the following information. Additional sheets may be attached, if necessary. If requested by the City, the Proposer shall furnish a notarized financial statement, references, and other information, sufficiently comprehensive to permit appraisal of his/her current financial condition.

4.2.1. Proposer Information



1. Company Name Eriksen Enterprises Inc. dba R & M Refuse

2. Address P.O. Box 90884 White Mountain Lake, AZ 85912 physical: 7935 White Mountain Lake Rd. Show Low, AZ 85901
3. Telephone (928) 537-9432
4. Corporation organized under the laws of the State of Arizona
5. Number of years of experience in projects of this type 11 years
6. Three projects of this type within the last five (5) years. Please include the following information: Contract Type, Period of Contract, Contract Amount, Name of Owner/Entity, Name & phone number of Owner's Representative. **See Attached**
7. Person(s) assigned as liaison for this Proposal and this Contract. (Please attach resume. If more than one person, please attach a resume for each person listed.) **See Attached**

net

4.2.2. Subcontractor: (Please fill out one (1) full sheet for each subcontractor. Subcontractor(s) may not be used for more than 10 percent of the work.

1. Company Name N/A

2. Address _____

3. Telephone _____

4. Type of Firm: Individual () Partnership () Corporation ()

5. Corporation organized under the laws of the State of _____

6. Names and Titles of all officers of the firm:

7. Proposed Responsibilities under this Contract:

8. Number of years of experience in projects of this type _____

9. Three projects of this type within the last five (5) years. Please include the following information: Contract Type, Period of Contract, Contract Amount, Name of Owner/Entity, Name & phone number of Owner's Representative.

MCC

10. Person from your firm who inspected the site of the work proposed for this Contract:

11. Person assigned as liaison to the Prime for this Proposal and this Contract. (Please attach resume. If more than one person, please attach a resume for each person listed.)

4.3 Rate for Service

Please provide a cost for service for each of the items listed below. If your company cannot provide a service, insert "N/A" in the space provided.

Residential Trash with 96-Gallon Cart

Flat rate price per residential unit x 1 pickup/week	My Cart	City Cart
-96 gallon refuse container	=\$ <u>15.25</u> /month	\$13.50/month

MLP

Additional container rate = \$ 11.00 /pick up \$10.00/month

Trash Collection for City Government Buildings

Trash with 96-Gallon Cart

Flat rate price per residential unit x 1 pickup/week

-96 gallon refuse container = \$ 0.00 /month \$0.00/month

Additional container rate per site = \$ 11.00 /pick up \$10.00/month

Trash with Service with Metal Bins

Flat rate price per 2 cubic yard bin x 1 pickup/week = \$ 40.00 /month \$36.00/month

Flat rate price per 2 cubic yard bin x 2 pickup/week = \$ 85.00 /month \$80.00/month

Flat rate price per 3 cubic yard bin x 1 pickup/week = \$ n/a /month

Flat rate price per 3 cubic yard bin x 2 pickups/week = \$ n/a /month

Flat rate price per 3 cubic yard bin x 3 pickups/week = \$ n/a /month

Flat rate price per 4 cubic yard bin x 1 pickups/week = \$ 80.00 /month \$75.00/month

MLC

Flat rate price per 4 cubic yard bin x 2 pickups/week =\$165.00 /month \$150.00/month

4.4 Value Added Services

Explanation of Proposer's capabilities (if any) to bring value to the City beyond the trash services provide during the term of the contract.

*****See Attached*****

4.5 Customer Service Standards

The proposal must include information addressing the Proposer's methods and a time frame for communicating with the customers and responding to their questions and complaints.

The Bidder shall install and maintain either a toll free or local telephone listing for the convenience of the City's residents. The listing shall be accessible at least from Monday through Friday, from 7 a.m. through 5 p.m and Saturday's between 8:00 a.m. through 12:00 p.m.

*****See Attached*****

4.6 Safety Standards

The proposal must include an explanation of Proposer's procedures to:

- 1 Ensure public safety during its operations;
 - o Focus on safety daily through a variety of activities. The contractor shall have a standard Rule book that identifies and defines specific safety rules to ensure the safe operation of company vehicles. Additionally, the rules book shall further define safe practices for employees to follow to clarify how job functions should be performed and safe driving should occur. The contractor shall meet with Driver's regularly to review rules, discuss incidents and reinforce best practices. Contractor's management staff must reinforce the rules and safe practices through monthly observations of employee's to ensure rules are being followed and employees are operating in a safe manner for themselves and the general public.

- 2 Provide ongoing driver training; and
 - o Provide ongoing training to employees in a variety of ways to ensure safe and efficient service to the communities they serve. Upon new hire, provide employees with initial training on the operation and rules they are responsible for working within.

- 3 Measure safety standards
 - o The contractor shall use CSA, the federal safety analysis program, to evaluate its overall safety performance. In addition, Total Recordable Injury Rates (TRIR) and Vehicle Accident Recordable Rate (VARR) shall be used to determine the effectiveness of the contractor's safety programs.

The proposal must also include proof of a Proposer's satisfactory rating from the Federal Motor Carrier Safety Administration (FMCSA).

*****See Attached*****

4.7 Hiring Practices

The proposal must include information outlining the Contractor's hiring practices as they adhere to the Arizona State policies as outlined in the Basic Pilot Program regarding the proper

MCE

verification of social security numbers, and the Department of Homeland Security's E-Verify Program for employment eligibility.

*****We follow all state and federal regulations*****

4.8 Commitment to Sustainability

Describe your firm's commitment, philosophy, approach, and internal programs related to environmental stewardship and sustainability. Provide specific examples of your firm's actions that demonstrate these environmental values. Describe your firm's commitment to increasing waste diversion in the City.

*****See Attached*****

4.9 Miscellaneous

Describe any additional services your company can provide the City to assist in improving the City's waste diversion efforts.

*****See Attached*****

4.10 Community Engagement

Summarize your firm's local practices that demonstrate "giving back to the community".

*****See Attached*****

Section 5: Insurance & Other Policy Requirements

5.1 Introduction

On or before the start date of the contractual agreement between the City and Contractor, the City must receive from the Contractor certificates showing the type, amount, class of operations covered, effective dates and dates of expiration of all insurance policies applicable to the subsections of this Section 5.

The certificate of insurance provided to the City shall be completed by the Contractor's insurance agent as evidence that policies providing the required coverage, conditions, and minimum limits are in full force and effect, and shall be reviewed and approved by the City prior to commencement of the Contract. No other form of certificate shall be used. The certificate shall identify the Contract and shall provide that the coverage afforded under the policies shall not be canceled, terminated until at least 30 days prior written notice has been given to the City. The completed certificate of insurance shall be sent to:

ATTN: Cher Reyes, City Clerk

City of Holbrook

P.O. Box 970

Holbrook, AZ 86025

Every policy required above shall be primary insurance, and any insurance carried by the City, its officers, or its employees, or carried by or provided through any insurance pool of the City, shall be excess and not contributory insurance to that provided by Contractor. No additional insured

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endorsement to the policy required above shall contain any exclusion for bodily injury or property damage arising from completed operations. The Contractor shall be solely responsible for any deductible losses under any policy required above.

Failure on the part of the contractor to procure or maintain policies providing the required coverage, conditions, and minimum limits shall constitute a material breach of contract upon which the City may place the contractor on notice with resolution expected within 5 working days or at its discretion City may procure or renew any such policy or any extending reporting period thereto and may pay any and all premiums in connection therewith, and all monies so paid by the City shall be repaid by Contractor to the City upon demand, or the City may offset the cost of the premiums against any monies due to Contractor from the City.

The parties hereto understand and agree that the City is relying on, and does not waive or intend to waive by any provision of this contract, the monetary limitations or any other rights, immunities, and protections provided by A.R.S. 12-820.01, as from time to time amended, or otherwise available to the City, its officers, agents, or its employees.

5.2 Indemnification

The Contractor shall agree to indemnify and hold harmless the City, its officers, employees, and insurers from any and all liability, claims, and demands, on account of injury, loss, or damage, including without limitation claims arising from bodily injury, personal injury, sickness, disease, death, property loss or damage, or any other loss of any kind whatsoever, which arise out of or are in any manner connected with this Contract, if such injury, loss or damage is caused by the negligent act, negligent omission, or willful misconduct of the Contractor, any subcontractor of the Contractor, or any officer, employee, representative, or agent of the Contractor or of any subcontractor of the Contractor.. The Contractor agrees to investigate, handle, respond to, and to provide defense for and defend against, any such liability, claims, or demands at the sole expense of the Contractor. The Contractor also agrees to bear all other costs and expenses related thereto,

including court costs and attorney fees, whether or not any such liability, claims, or demands alleged are groundless, false, or fraudulent.

5.3 Insurance

The Contractor shall agree to procure and maintain, at its own cost, a policy or policies of insurance sufficient to insure against all liability, claims, demands, and other obligations assumed by the contractor. Such insurance shall be in addition to any other insurance requirements imposed by contract or by law. The Contractor shall not be relieved of any liability, claims, demands, or other obligations by reason of its failure to procure or maintain insurance in sufficient amounts, durations, or types.

Contractor shall procure and maintain, and shall cause any subcontractor of the Contractor to procure and maintain, the minimum insurance coverage listed below. Such coverage shall be procured and maintained with forms and insurers acceptable to the City. All coverage shall be continuously maintained to cover all liabilities, claims demands, and other obligations assumed by the Contractor. In the case of any claims-made on the policy, the necessary retroactive dates and extended reporting periods shall be procured to maintain such continuous coverage.

Worker's Compensation. Contractor shall provide Worker's Compensation insurance to cover obligations imposed by applicable laws for any employee engaged in the performance of work under this contract, and Employer's Liability Contractor shall provide Worker's Compensation insurance to cover obligations imposed by applicable insurance with minimum limits of ONE MILLION DOLLARS (\$1,000,000) each accident, ONE MILLION DOLLARS (\$1,000,000) disease-policy limit, and ONE MILLION DOLLARS (\$1,000,000) disease-each employee. Evidence of qualified self-insured status may be substituted for the Workmen's Compensation requirements of this paragraph.

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General Liability. Contractor shall provide General Liability insurance with the minimum combined single limits of FIVER MILLION DOLLARS (\$5,000,000) and TEN MILLION DOLLARS (\$10,000,000) aggregate. The policy shall be applicable to all premises and operations. The policy shall include coverage for bodily injury, broad form property damage (including completed operations), personal injury (including coverage for contractual and employee acts), blanket contractual, independent contractors, products, and completed operations. The policy shall include coverage for explosion, collapse, and underground hazards. The policy shall contain a severability of interests provision.

Automobile Liability. Contractor shall provide Comprehensive Automobile Liability insurance with minimum combined single limits for bodily injury and property damage of not less than FIVE MILLION DOLLARS (\$5,000,000) each occurrence with respect to each of the Contractor's owned, hired or non-owned vehicles assigned to or use in the performance of services. The policy shall contain a severability of interests provision.

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R&M REFUSE

4.2.1 #6 Attachment "Projects"

- Garbage Removal
 Show Low Unified School District
 Mike Seaman--- (928) 537-6013
 3 year contract for a total of \$59,340

- Garbage Removal
 Arizona State Parks
 Jim Wilson--- (928) 242-6544
 3 year contract for a total of \$18,600

- Garbage Removal
 We do not require contracts.
 Of our 4000+ customers we maybe have 10 contracts, all of which are
 required by the customer. No Games, No Contracts....Just Service.

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R&M REFUSE

4.2.1 #7 Attachment "Liaison"

Liaison for this proposal and this contract is: Michael C. Eriksen, Owner

Resume:

Michael C. Eriksen
(928) 537-9432 office
(928) 358-0858 cell

Mission:

As a husband and father of three, I strive to provide for my family in the best and most ethical way so my family can grow healthy and strong.

Education:

Primary- Lincoln County School District, Waldport, OR

Secondary- Oregon State University 1999

Bachelor of Science- Agricultural Resource Economics
Business Administration, minor

Work Experience:

1991-1995

Dahl Disposal Service---Waldport, OR
Garbage hand, shop hand, equipment operator

1996-1998

Gallegos Sanitation---Fort Collins, CO
Shop hand, dispatcher, Route Driver

1999-2001

Northwest Earthmover---Tualatin, OR
Equipment operator

2001-2007

Wyoming Disposal Systems---Laramie, WY
General Manager

2007-current

Eriksen Enterprises Inc dba R & M Refuse---Show Low, AZ
Owner

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R&M REFUSE

4.4 Attachment "Value Added"

- (1) Semi-annual Curbside Bulk Pickup for City of Holbrook customers
- (2) Haul away City of Holbrook carts at no charge
- (3) Free appliance haul away for City of Holbrook customers
- (4) See "Trash Collection for City Government Buildings" pricing
- (4a) Have 6yd and 8yd dumpsters which are less expensive for 1xw, than smaller dumpsters for 2xw

R&M REFUSE

4.5 Attachment "Customer Service"

Procedurally we operate our office Monday through Friday 8:00 a.m. through 4:30 p.m.. We will add an additional toll free line upon acceptance of our bid to accommodate our new customers in the Holbrook area. Phone calls missed during business hours are returned that same day most in 30 minutes or less. After business hours messages are returned before 10:00 a.m. the following business day. Saturdays our office is closed but we do have a person assigned to check messages at least one time per hour from 8:00 a.m. through 12:00 p.m..

When it comes to misses and complaints we handle all issues within 24 hours unless otherwise agreed upon with the customer. We do have a policy where all complaints are noted in that customers account. First time noted and handled by our office staff, if reoccurring the owner (Michael C. Eriksen) is notified and handles and resolves the issue. We have found this to be very successful since we have no contracts to fall back on. Our customers are not locked in and are free to leave so customer service is a priority. Satisfied customers tell their friends and family and we continue to grow.

R&M REFUSE

4.6 Attachment "Safety"

Everyday the drivers of R & M Refuse inspect their trucks before they leave the yard and when they return. There is weekly driver meetings to go over safety procedures and weekly reminders of seasonal and weather related topics. Once a week the mechanics at R & M Refuse do a "truck check" where they pull each truck into the shop and do a physical and visual inspection. Also at the end of each day the owner visually inspects every truck in the yard.

All cdl drivers have a pre-employment drug screen and then are subject to random drug and alcohol tests through out the year. Drivers have their driving record pulled before driving and then checked every six months there after by our insurance agent.

We train our drivers in four steps:

1. They ride with the trainer for one week.
2. They drive the routes with the trainer for 1-2 weeks.
3. They are by themselves with a trainer checking on them from a distance from a pickup.
4. Random unannounced checks by managers while on route.

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R&M REFUSE

4.8 Attachment "Sustainability"

R & M Refuse takes measures to reclaim and recycle as much of our waste oils as possible. We use recycled antifreeze as well as reclaim and recycle our waste antifreeze. We provide a commercial cardboard recycling service. We haul away bulk metal and appliances for our customers to recycle. We continue to look for ways that will help our customers, our environment and our company in waste collection.

R&M REFUSE

4.9 Attachment "Miscellaneous"

R & M Refuse can help with the City of Holbrook's current efforts by helping with information and education of the City's residents.

R & M Refuse can also help the City's waste department by working with the City to build upon the current facilities and efforts to divert waste.

R & M Refuse can help look into the current rate at which the City is charged to haul its compactor to the landfill.

R & M Refuse is interested in using the current carts to help reduce the price of waste collection to the citizens of Holbrook.

R & M Refuse is interested in the waste transfer station and recycle area if the City of Holbrook is going to totally remove themselves from waste hauling.

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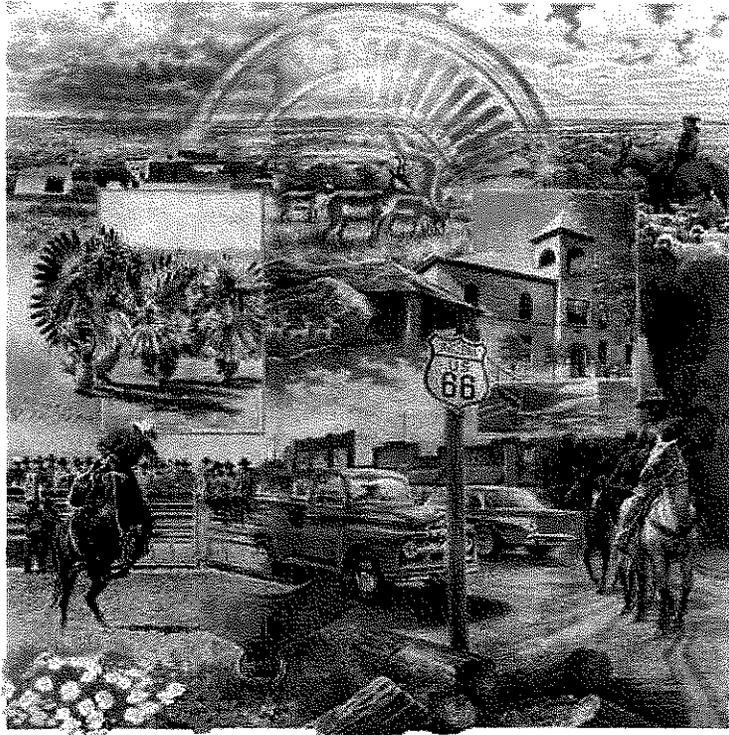
R&M REFUSE

4.10 Attachment "Community"

Over the years we have supported with our time and money many different organizations and groups. As time has gone on we have focused on animal rescue and our community of White Mountain Lake. Officers of R & M Refuse have donated countless hours and seen and unseen monies to help mans best friend...the unwanted dogs of the White Mountains. Our employees donated their time when the Humane Society Dog House Thrift Store burnt down. Also helping out when Pet Allies Barkin Basement Thrift Store needs donated items picked up from peoples homes.

We know that our business wouldn't survive without our customers. We appreciate each and everyone.

MCC



A Partnership with the City of Holbrook

**City of Holbrook
RFP for
Solid Waste, Collection Services**

Contact:

William Black, Public Sector Solutions Manager

wblack@wm.com/ (480) 457-4876



City of Holbrook Solid Waste Services RFP Table of Contents

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December 4, 2012

Mr. Ray Alley
City Manager
City of Holbrook
465 First Avenue
Holbrook, AZ 86025

RE: Chapter 1, Letter of Intent

Dear Mr. Alley,

On Behalf of Waste Management (WM), thank you for the opportunity to submit our proposal in response to the City of Holbrook's (the City) RFP for Solid Waste Collection Services Agreement. WM understands the long record of great customer service that your residents have received and we look forward to the opportunity of continuing the tradition.

The transition from City collection to a private service provider can be a difficult decision for a community. As the trend for municipalities to move to private service providers continues to increase, WM has successfully worked to make this a seamless transition for the customer and the municipality which creates a great partnership for the future. One of the keys to success with privatization is selecting a partner with experience with this type of a transition. Having an experienced partner helps the city avoid mistakes that could be made by selecting a less experienced service provider.

At WM, we bring added value to each contract and model the service to meet your communities needs while always striving to exceed your expectations.

A few of the "value-added" features that come with a contract with WM include:

- **The industry's leading Safety Culture**
- Citywide beautification programs
- Programs for public education and outreach that are years ahead of those of our nearest competitors
- Special pricing for commercial customers who choose WM as their service provider through the City contract pricing

This proposal is a firm offer for a one hundred eighty (180) calendar day period from the opening date as specified in this RFP. The information contained in this Proposal or any part thereof, including its exhibits, schedules, and other documents and instruments delivered or to be delivered to the City, are true, accurate, and complete to the Proposer's knowledge. This proposal includes all information necessary to ensure that the statements herein do not in whole or in part mislead the City as to any materials facts.

We hope you look favorably on the many advantages contained within our proposal. Please do not hesitate to contact me should you have any questions or need clarify on any section of this proposal.

Sincerely,

A handwritten signature in black ink, appearing to read "W. Black". The signature is fluid and cursive, with a long horizontal stroke at the end.

William Black
Public Sector Solutions Manager

EXECUTIVE SUMMARY

As Holbrook continues to grow and prosper, its need for quality trash services grows with it. Being North America's leading trash and recycling Services Company, Waste Management can provide the City's residents a level of dependability, creativity and value unmatched by any other trash services provider. Our services are backed by Service Machine®, a program that promotes the industry's highest performance standards and guarantees this performance in writing.

The following proposal is designed to address the current concerns that are most critical to the City and as well as deal with future challenges.

With Waste Management, the City is positioned to enjoy trash services that will be beneficial to the entire Holbrook community.

Chapter 2: Introduction

The WM approach to the implementation of public-private partnership transitions is one that guarantees a focus on customer service and the residents of the communities we serve. WM of Arizona currently partners with the City of Chandler, City of Goodyear, City of Litchfield Park, City of South Tucson, Town of Guadalupe, City of Tombstone, City of Show Low, and the City of Winslow as their solid waste and recycling hauling partners.

WM begins the partnership process by sitting down with the City leadership to discuss goals, service issues, and strategic expectations for the partnership. The WM leadership team includes someone from operations, customer service, billing, and communications. Once the initial planning meeting is complete and a vision for the community's sustainability and service goals are created, WM begins a data driven process to ensure a smooth transition for residents of the community.

WM operations works with City staff to review the current customer list, identify and discuss any specific service issues or requests, and then sets up accounts for each resident of the community in our customer service system so that we can address issues or needs brought forth by the City during the agreement. Customer service leadership works to introduce key City personnel to our "platinum desk" that is dedicated for municipal relationships and the WM communications team begins working with City Management to identify the educational and marketing components that the City would like presented to their residents.

Successful methods which have been used in Southern Arizona during the implementation process have included letters to City residents from the City Manager as well as additional communications from the WM District Manager, community forums and town hall meetings hosted by WM at various locations in the community to educate on the transition. In addition to mail pieces and special events, at the request of the City leadership, WM has also found great success in door-hangars, placing educational materials during the delivery of new totes within the community, and advertising in local publications.

Once the customer service, operational issues, and communication plan have been identified and addressed from a conceptual perspective and initial meetings have taken place, WM often works with City staff to do physical drives around the community to work hand-in-hand with City staff to identify any other issues, service needs, or desires. The goal of WM is to create a scenario where our partner cities and their residents have the feeling that WM is a natural extension of their city services and government. Utilizing this strategy WM has been partnering with municipalities across the State of Arizona for decades.

Chapter 3: Proposer Information

1. Company Name: Waste Management of Arizona
2. Address: 222 S. Mill Ave, Suite 333 Tempe AZ, 85281
3. Telephone: (480)-457-4876
4. Corporation organized under the laws of the State of California
5. Number of years of experience in projects of this type More than 40 years of experience
6. Three projects of this type within the last five (5) years. Please include the following information: Contract Type, Period of Contract, Contract Amount, Name of Owner/Entity, Name & phone number of Owner's Representative.

City of Goodyear
190 North Litchfield Road
Goodyear, AZ 85338
(623) 032-3910
Bob Carrier- Procurement Officer
Residential trash/ recycling and disposal for 22,378 homes

City of Show Low
180 North 9th Street
Show Low, AZ 85901
(928) 532-4015
Ed Muder- City Manager
Residential trash/ recycling and disposal for 4,750 homes

City of Winslow
21 W. Williamson
Winslow, AZ 86047
(928) 289-2423
Jim Ferguson- City Manager
Residential trash/ recycling and disposal for 2,438 homes

7. Person(s) assigned as liaison for this Proposal and this Contract. (Please attach resume. If more than one person, please attach a resume for each person listed.)

William Black will be the contact for the Proposal and the contract, resume attached.

Chapter 4: Subcontractors

Waste Management will not utilize any subcontractors for this contract.

Chapter 5: Rates for Service

The pricing below will be considered the Primary Bid and it does not include disposal. The trash will be taken to the City's Transfer Station where it will be transferred to a landfill under the existing Disposal Agreement with Waste Management.

Residential Trash with 96-Gallon Cart

Flat rate price per residential unit x 1 pickup/week -96 gallon refuse container	=	\$ <u>6.95</u> /month
Additional container rate	=	\$ <u>4.50</u> /pick up

Trash Collection for City Government Buildings

Trash with 96-Gallon Cart

Flat rate price per residential unit x 1 pickup/week -96 gallon refuse container	=	\$ <u>6.95</u> /month
Additional container rate per site	=	\$ <u>4.50</u> /pick up

Trash with Service with Metal Bins

Flat rate price per 2 cubic yard bin x 1 pickup/week	=	\$ <u>46.14</u> /month
Flat rate price per 2 cubic yard bin x 2 pickup/week	=	\$ <u>85.24</u> /month
Flat rate price per 3 cubic yard bin x 1 pickup/week	=	\$ <u>49.29</u> /month
Flat rate price per 3 cubic yard bin x 2 pickups/week	=	\$ <u>90.69</u> /month
Flat rate price per 3 cubic yard bin x 3 pickups/week	=	\$ <u>132.08</u> /month
Flat rate price per 4 cubic yard bin x 1 pickups/week	=	\$ <u>52.36</u> /month
Flat rate price per 4 cubic yard bin x 2 pickups/week	=	\$ <u>96.45</u> /month

WM is proposing collection for all City residential customers to be on Wednesdays. Providing one collection day for the entire City eliminates any mix-up with areas and boundaries that sometimes confuses customers. Should Christmas or New Year's Day occur on the scheduled Wednesday collection, WM will work with the City to inform the customers of day the service will be made instead of on the holiday.

Option A: Rates for Service

The pricing in Option A includes all landfill fees and no trash will be taken to the City's Transfer Station.

Residential Trash with 96-Gallon Cart

Flat rate price per residential unit x 1 pickup/week -96 gallon refuse container	=	\$ <u>11.70</u> /month
Additional container rate	=	\$ <u>7.60</u> /pick up

Trash Collection for City Government Buildings

Trash with 96-Gallon Cart

Flat rate price per residential unit x 1 pickup/week -96 gallon refuse container	=	\$	<u>11.70</u>	/month
Additional container rate per site	=	\$	<u>7.60</u>	/pick up

Trash with Service with Metal Bins

Flat rate price per 2 cubic yard bin x 1 pickup/week	=	\$	<u>50.40</u>	/month
Flat rate price per 2 cubic yard bin x 2 pickup/week	=	\$	<u>93.78</u>	/month
Flat rate price per 3 cubic yard bin x 1 pickup/week	=	\$	<u>55.69</u>	/month
Flat rate price per 3 cubic yard bin x 2 pickups/week	=	\$	<u>103.48</u>	/month
Flat rate price per 3 cubic yard bin x 3 pickups/week	=	\$	<u>151.28</u>	/month
Flat rate price per 4 cubic yard bin x 1 pickups/week	=	\$	<u>61.30</u>	/month
Flat rate price per 4 cubic yard bin x 2 pickups/week	=	\$	<u>113.51</u>	/month

WM is proposing collection for all City residential customers to be on Wednesdays. Providing one collection day for the entire City eliminates any mix-up with areas and boundaries that sometimes confuses customers. Should Christmas or New Year's Day occur on the scheduled Wednesday collection, WM will work with the City to inform the customers of day the service will be made instead of on the holiday.

Chapter 6: Refuse Containers

WM will purchase the new carts from Wastequip, who manufactures the Toter brand. Green carts will be used for the trash collection in the City. The dimensions for the 96-gallon carts are 35.25" X 29.75" X 43.25 with a 335lbs capacity and 10" wheel diameter. All containers will be properly branded with instructions related to proper use and safety. All containers shall bear the WM brand and will remain the property of WM.

City facilities and commercial customers who choose to take advantage of the pricing from the contract with WM shall be provided dumpsters at the requested size, painted green and clearly marked with WM information. Commercial customers who choose WM service will pay the same amount as the City and any other customer with the same size container and level of service.

Chapter 7 Collection Vehicles and Personnel

WM will utilize a one-man fully automated side load vehicle to collect residential solid waste. The operators of these vehicles have been thoroughly trained on the equipment they operate. All units are equipped with Sprint Nextel, a communication radio which allows us to keep in contact with our operators.

In addition, Waste Management employs the following practices as our service guarantee, including:

Sustainable Collection Practices – Waste Management will institute ongoing driver and employee safety training, and the application of WasteRoute to optimize operational efficiencies. Waste Management will work with the City to track impacts on pollution and truck traffic.

Clean, Green Trucks – Holbrook can count on well maintained, mechanically sound trucks washed at least weekly, with hydraulics inspected daily and steam cleaned regularly.

Litter - WM will be responsible for cleaning all litter created when picking up trash in the City as well as all litter within a 10-foot radius from the site of collection. All vehicles will be properly equipped for any clean up that would be needed.

Spills - WM will enclose or cover solid waste that is transported in vehicles, boxes, hoppers, compactors, or any other container. We will prevent solid waste from escaping, dropping, spilling, leaking, blowing, shifting, falling, or scattering from vehicles during collection and transportation. Loads will not be transferred from one vehicle to another unless necessitated by mechanical failure or accidental damage to a vehicle. WM will immediately clean up any solid waste that spills on any alley, street, or public place.

Leaking – WM will prevent oil, hydraulic fluid, or other liquid from leaking in its vehicles and ensure that each vehicle carries petroleum agents and other cleaning agents. IF any liquid leaks from a vehicle, WM will immediately cover, treat, or remove the liquid materials from the ground, as necessary, and apply the necessary cleaning agent to minimize the adverse impact of the liquid materials.

Noise – WM will conduct collection as quietly as possible and in compliance with noise levels prescribed by law. WM will also cause the least possible obstruction and inconvenience to public traffic or disruption to the peace and quiet of the area. Supervisors address all noise complaints immediately, and if necessary, will re-route trucks to reduce noise.

Site Visits – WM maintains an open door policy at all of our facilities. Inspections and site visits are welcomed and encouraged.

WM Uses the “WasteRoute” Program to Develop and Maintain Routes - WM utilizes software, called WasteRoute™ to establish the most efficient routing possible. It is also used on a daily basis by our Operations Improvement team to ensure that each route is well maintained and adjusted to reflect new developments, changes in service levels, customer counts and traffic patterns. The WasteRoute™ program uses specialized software and a process analysis that bases routing and rerouting on travel distance, travel time, disposal options, vehicle capacity, etc. WasteRoute™ displays customer locations in a user-friendly map through a variety of coloring and labeling options and allows users to visualize existing and future routes. Benefits of the Waste Route Program for the City include operational efficiency, environmental savings and safety improvement.

Chapter 8: Management & Administration

WM of Arizona’s leadership team possesses more than a century of experience within the solid waste industry. Our experience serving similar sized communities will ensure Holbrook that their residents will continue to receive high-quality customer service that your residents have grown to expect.

The City of Holbrook WM transition team and key management team members that will regularly interact with the City will include the following individuals. The team that you will work with from day one will be the team that will serve the City for many years.

Transition Team Members

Melodi Deaton- Manager

Melodi Deaton is the Manager for the collections and post collection facilities in areas of Northern Arizona including Payson, Winslow and Holbrook. Deaton is responsible for the overall operations including but not limited to routing, customer service, safety, equipment maintenance and customer relations at all locations. Deaton has been a manager for Waste Management for over 24 years.

Rudy Aragon-Route Manager

Rudy Aragon joined Waste Management through an acquisition in April 1995. Aragon began working in a variety of roles with Waste Management from dispatcher to container delivery and as a driver for all lines of business. Aragon's 17 years of management and lead roles with Waste Management will help with managing the day-to-day needs of the Winslow/Holbrook community. Rudy has lived in the Winslow area for the past 35 years where he met and married his wife Michelle and together they are raising three sons. Rudy is an officer in the Elks and a board member with the Winslow Chamber of Commerce.

Willie Black – Public Sector Solutions Manager

Willie Black is the Manager of Public Sector Solutions for Arizona. Black is responsible for working with municipal customers (current and potential) to assist with reaching sustainability goals and building added value into existing relationships. Black has 32 years of experience in the Solid Waste Management in both the public and private sector. Prior to joining Waste Management, Black was the Solid Waste Director for the City of Mesa where he was employed for over 30 years. Black graduated from the University of Phoenix with a Bachelor's Degree in Business Administration.

Janette Coates- Senior Communications Specialist AZ-NM

Janette Coates is the Senior Communication Specialist for Arizona and New Mexico. Coates is responsible for internal and external communications, media relations, and community relations. Through the years, Coates has worked in a variety of industries including environmental solutions, solar, economic development, outsourcing, higher education, and sports marketing. As a communications professional with 15 years' experience, she has served companies and clients in public relations, communications, marketing, community relations, hospitality, event planning and stakeholder relations. Coates holds an MBA from Pfeiffer University in North Carolina as well as a communication degree from Florida State University.

Robert Lovato, Contract Compliance Manager. Robert Lovato is the Contract Compliance Manager for Public Sector contracts. Prior to coming to WM, Robert worked 8 years for Wells Fargo Corporation in Risk Management. His extensive experience with Project Management, Business Continuity Planning, SOX compliance, and Vendor Management provides the necessary experience to ensure high deliverables to the City throughout the contract. Robert will be compiling and submitting reports to the City of Holbrook. Robert graduated in 1994 with a Master's degree in Accountancy from New Mexico State University.

Dorina Van Baggen, Revenue Manager WM of Arizona. Dorina Van Baggen currently leads a department of seventeen employees and will act as the key liaison between WM and the municipalities we service, for billing. Her key responsibility will be to transition customers to the WM billing system. She has experience with literally hundreds of "contract to customer" transitions and will ensure that the highest possible level of service is provided to the residents of the City of Holbrook. In the event WM is awarded the City of Holbrook contract, Dorina's team will meet with the necessary City officials to address what specific billing directions are needed.

Doug Gibbs, Area Manager of Customer Experience. Doug Gibbs is the Area Manager for Customer Experience for four market areas including Arizona/New Mexico, Colorado/Utah, San Diego/Orange County, and Sacramento/Nevada. Doug brings over three decades of customer service experience to Waste Management. Doug's role with the City of Holbrook will be to oversee our residential customer service team, including 45

customer service representatives and 2 supervisors, as well as working with our customer service engagement specialists to ensure that the City of Holbrook residents receive the same, high quality, customer service they have come to know.

Melissa Kolwaite – Director of Public Sector Services

Melissa Kolwaite is the Director of Public Sector Services for the Four Corners Area. Kolwaite is responsible for the development and administration of municipal contracts; and directs the public relations, marketing and government relations strategy for the market area. Kolwaite has an extensive background in local government, and formerly served as legislative director of the Office of Mayor Wellington E. Webb in Denver, Colorado. Prior to joining Waste Management, Kolwaite was the vice president of Aiello Public Relations and Marketing in Denver, Colorado. Kolwaite is a graduate of the University of Arizona.

Chapter 9 Value Added Service

Community Beautification

WM can assist Holbrook with beautification projects in the community. Throughout the country, many communities organize cleanups with volunteers who are looking to get involved in the city or town they call home. A partnership with WM ensures you have the leader in the industry that not only provides great service to the customers but we are involved in the communities we serve.

Education Programs

WM is prepared to fully support the promotion and education of the City's transition to private collection. With the development of a topnotch Communications and Education Team, Waste Management is now in a prime position to provide the City of Holbrook – in cooperation with the City and with the City's approval – with the most comprehensive communications plan available, including:

- Development of a comprehensive public relations plan, in conjunction with the City, designed to inform, educate the customers;
- Tours of our disposal facilities
- Working with the City to development and implement an educational website/webpage

Transition Plan - WM will further develop a transition plan in cooperation with the City focused on reducing disruption to customers during the transition period that will occur if WM is selected as the new hauler. Based on our vast experience in the industry and our transition plan, WM is uniquely positioned to minimize the disruption to customers and provide a seamless effective transition based on communication and experience.

City Contract Pricing for Commercial Businesses

Waste Management respectfully submits our pricing model in acknowledgment of the Arizona State Law that requires that commercial business must be bid in an open market and competitive nature. WM will offer the pricing in the bid for any commercial business in Holbrook who selects WM as their service provider through the City. To qualify for the pricing, the customer will continue to be billed by the City and WM will bill the City. This will provide consistent and stable pricing for the businesses in the City.

CFK – Cartridges for Kids®

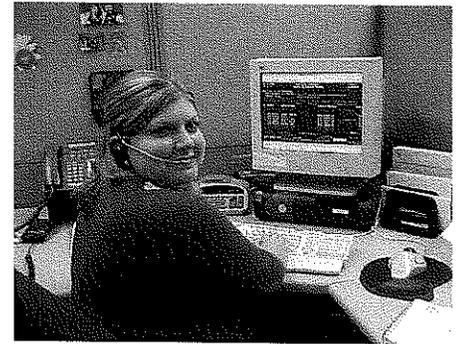
The program provides the City of Holbrook facilities a solution for the collection of small electronic items, including cell phones, game systems, cameras, ink and toner cartridges, etc. This program not only addresses a need, but also gives back to Holbrook's schools... just for recycling!

- How it works... Items can be collected throughout the year and when turned in to Waste Management for recycling. Following, a **REBATE CHECK** will be provided to the pre-designated school district on behalf of the City.
- Furthermore, Waste Management is proud to offer this program at **NO COST** for Waste Management customers.

Chapter 10: Customer Service Standards

The City needs – and deserves – a waste services provider that is attentive, responsive, and that anticipates its needs. It needs a provider that keeps the lines of communications open, that will respond quickly to unexpected waste emergencies and that is eager to work with the City to develop new, even more efficient waste solutions to deal with its changing needs. In short, the City requires a company that is as dedicated to quality customer service as is the City itself.

At Waste Management, quality service is our specialty. Without customers and superior customer service to help meet their needs, a company of our size and reputation could never retain its leadership position in the marketplace. We expect to apply those same high standards of quality customer service to fulfill our commitment to your City residents. To accomplish our commitment of service excellence, Waste Management staffs its Customer Service Center with bright, capable and dedicated professionals and equips them with the technology – and the authority – to address customer questions and concerns quickly and thoroughly. Automated call routing systems are designed to keep hold times to a minimum and quickly transfer you to friendly and highly trained customer service representatives who can handle virtually any situation or answer any questions the City may present.



WM's CSR's rely on state-of-the-art tools

We do not use automated answering machines during our normal business hours of 8:00 a.m. to 5:00 p.m., Monday through Friday. The representatives respond to all phone calls in a courteous and timely manner and ensure that service issues and requests are resolved to the customer's satisfaction the same day or within twenty-four hours at the latest. If a resident calls after hours, an automated answering system will allow them to leave their information. This correspondence is reviewed and dispatched first thing the following day. A two-way radio dispatching system connecting our drivers to our main office and dispatch center, allows for quicker communication and resolution of service issues and callback requests.

The Customer Service Center is equipped with the latest technology for immediate access to customer service information and direct communication with our drivers. Missed pick-ups and service complaints are permanently logged with the customer's information and the nature of the complaint for reference and follow-up. Our system allows us to track customer issues by driver and route so that recurring service issues can be identified and corrected. A summary of resolution is prepared and provided to the City upon request.

It is standard procedure for our drivers to call in at the end of each day to check for missed pick-ups. If there is a miss, the driver will return to collect the waste prior to the end of the day. Residents have come to value and appreciate our service commitment of going the extra mile and doing whatever it takes to ensure containers are dumped cleanly and left standing upright on the street, free of litter and call-backs are responded to expeditiously and efficiently.

Service Machine Program - Waste Management has redefined the industry standard for delivering superior customer service through SERVICE MACHINE, a customer-driven program that promotes the industry's highest performance standards and guarantees this performance in writing. SERVICE MACHINE is Waste

Management's term for the steps it takes every day to improve every aspect of customer service, steps developed using actual customer feedback. Using this information, Waste Management was able to streamline its service procedures, add new technologies and develop 23 strict service standards that every District must try to meet every day. Key components of service performance are tracked by route and driver and reviewed by management on a weekly basis.

SERVICE MACHINE GOLD CERTIFICATION is the highest achievement in the Waste Management Service Machine program. In becoming Gold Certified, Waste Management has exceeded the high rating required for Gold Certification by consistently meeting or exceeding the 23 rigorous service standards. SERVICE MACHINE GOLD CERTIFICATION measurements must be sent (and achieved) weekly to the Waste Management corporate offices in order to maintain this designation.

Some of the key components of SERVICE MACHINE include:

The Right Service, Right from the Start

- Waste Management ensures that we map out a collection schedule that makes sense for the City's specific needs.
- We also communicate the pick-up schedule to the appropriate person and guarantee the correct billing.
Service Machine Goal: Set-ups right from the start.
Gold Certified Standards: 95% or more of all set-ups are error-free.

Haul or Call Service

- We either pick-up the trash or call the City to notify them of problems that prevented our professionally trained driver from picking up the trash.
Service Machine Goal: Eliminate missed pick-ups.
Gold Certified Standards: 1 or less missed pick-ups per 1,000 customers per week; Customers are always notified of problems that occur.

One-on-One Service

- We will take immediate ownership of the situation and answer immediate needs with specific solutions.
- We often troubleshoot problems before they occur.
Service Machine Goal: Solve issues before they become problems.
Gold Certified Standards: Problem calls account for 10% or less of all calls.

Waste Management's most important customer service representatives are its drivers. Waste Management drivers go through many hours of training before being assigned a route. Furthermore, in order to maintain a high level of responsiveness, all Waste Management employees who deal with the public receive training on an on-going basis. Drivers attend weekly safety/training meetings where customer service ideas and issues are discussed as well as safety issues. All drivers are issued and wear an approved uniform with an identifying emblem highly visible to the average observer.

As the most thoroughly trained drivers in the industry, they understand that they are not the "garbage police." Our drivers know that people sometimes put their containers out late or overload them unintentionally, and they will go out of their way to get that customer serviced. Our drivers carry tags with them to notify residents of any

problems and major issues go directly to the Route Manager for resolution. Simply put, we GUARANTEE not only our service, but the attitude of our people also.

Chapter 11: Financial Statement

WM is the leading provider of comprehensive environmental service solutions in North America, reporting revenues of \$13.4 billion, income from operations in excess of \$ 2.0 billion, and total assets exceeding \$22 billion in 2011. WM generated free cash flow of more than \$258 million for the fourth consecutive year and continues to deliver outstanding financial results.

Recognizing that municipal and governmental waste service contracts generally require proposers to demonstrate financial responsibility for their obligations under the contract, WM established financial assurance instruments in excess of \$9 billion in 2011. The capital requirement of this WM proposal represents less than 1% of total assets and free cash flows. ***The following submission of the most current company's statements of financial position have been prepared in accordance with GAAP and audited by the independent public accounting firm of Ernst & Young. WM's 2011 Annual Report is available at <http://investors.wm.com/phoenix.zhtml?c=119743&p=irol-reportsannual>***

WASTE MANAGEMENT, INC.
CONSOLIDATED BALANCE SHEETS
(In Millions, Except Share and Par Value Amounts)

	December 31,	
	2011	2010
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 258	\$ 539
Accounts receivable, net of allowance for doubtful accounts of \$29 and \$26, respectively	1,631	1,510
Other receivables	144	146
Parts and supplies	153	130
Deferred income taxes	78	40
Other assets	<u>115</u>	<u>117</u>
Total current assets	2,379	2,482
Property and equipment, net of accumulated depreciation and amortization of \$15,308 and \$14,690, respectively	12,242	11,868
Goodwill	6,215	5,726
Other intangible assets, net	457	295
Investments in unconsolidated entities	637	471
Other assets	<u>639</u>	<u>634</u>
Total assets	<u>\$22,569</u>	<u>\$21,476</u>
LIABILITIES AND EQUITY		
Current liabilities:		
Accounts payable	\$ 838	\$ 692
Accrued liabilities	1,129	1,100
Deferred revenues	470	460
Current portion of long-term debt	<u>631</u>	<u>233</u>
Total current liabilities	3,068	2,485
Long-term debt, less current portion	9,125	8,674
Deferred income taxes	1,884	1,662
Landfill and environmental remediation liabilities	1,404	1,402
Other liabilities	<u>698</u>	<u>662</u>
Total liabilities	<u>16,179</u>	<u>14,885</u>
Commitments and contingencies		
Equity:		
Waste Management, Inc. stockholders' equity:		
Common stock, \$0.01 par value; 1,500,000,000 shares authorized; 630,282,461 shares issued	6	6
Additional paid-in capital	4,561	4,528
Retained earnings	6,721	6,400
Accumulated other comprehensive income	172	230
Treasury stock at cost, 169,749,709 and 155,235,711 shares, respectively	<u>(5,390)</u>	<u>(4,904)</u>
Total Waste Management, Inc. stockholders' equity	6,070	6,260
Noncontrolling interests	<u>320</u>	<u>331</u>
Total equity	<u>6,390</u>	<u>6,591</u>
Total liabilities and equity	<u>\$22,569</u>	<u>\$21,476</u>

See notes to Consolidated Financial Statements.

WASTE MANAGEMENT, INC.

CONSOLIDATED STATEMENTS OF OPERATIONS
(In Millions, Except per Share Amounts)

	Years Ended December 31,		
	2011	2010	2009
Operating revenues:			
Service revenues	\$11,852	\$11,371	\$11,093
Tangible product revenues	<u>1,526</u>	<u>1,144</u>	<u>698</u>
Total operating revenues	<u>13,378</u>	<u>12,515</u>	<u>11,791</u>
Costs and expenses:			
Operating costs (exclusive of depreciation and amortization shown below):			
Cost of services	7,254	6,854	6,620
Cost of tangible products	<u>1,287</u>	<u>970</u>	<u>621</u>
Total operating costs	8,541	7,824	7,241
Selling, general and administrative	1,551	1,461	1,364
Depreciation and amortization	1,229	1,194	1,166
Restructuring	19	(2)	50
(Income) expense from divestitures, asset impairments and unusual items ..	<u>10</u>	<u>(78)</u>	<u>83</u>
	<u>11,350</u>	<u>10,399</u>	<u>9,904</u>
Income from operations	<u>2,028</u>	<u>2,116</u>	<u>1,887</u>
Other income (expense):			
Interest expense	(481)	(473)	(426)
Interest income	8	4	13
Equity in net losses of unconsolidated entities	(31)	(21)	(2)
Other, net	<u>(4)</u>	<u>5</u>	<u>1</u>
	<u>(508)</u>	<u>(485)</u>	<u>(414)</u>
Income before income taxes	1,520	1,631	1,473
Provision for income taxes	<u>511</u>	<u>629</u>	<u>413</u>
Consolidated net income	1,009	1,002	1,060
Less: Net income attributable to noncontrolling interests	<u>48</u>	<u>49</u>	<u>66</u>
Net income attributable to Waste Management, Inc.	<u>\$ 961</u>	<u>\$ 953</u>	<u>\$ 994</u>
Basic earnings per common share	<u>\$ 2.05</u>	<u>\$ 1.98</u>	<u>\$ 2.02</u>
Diluted earnings per common share	<u>\$ 2.04</u>	<u>\$ 1.98</u>	<u>\$ 2.01</u>
Cash dividends declared per common share	<u>\$ 1.36</u>	<u>\$ 1.26</u>	<u>\$ 1.16</u>

Chapter 12: Safety Standards

Waste Management is fully committed to safety as a top priority by developing and implementing the MISSION TO ZERO (M2Z) program. We believe that safety is everyone's responsibility. From the newest supervisor trainee to the senior leadership team we are all accountable for its success. Safety is the cornerstone of the way we do business as a company. Simply put, it means that if it is not safe, we will not do it. Nothing we do is so important that we will put people at risk.

Prior to hiring any driver, the following measures are taken to ensure competency and Patriot Act compliance:

- Third-party background check including previous employment verification, drug and alcohol test information, and work history – 10 years.
- Criminal and injury background check.
- Motor Vehicle Record (MVR) review.
- Physical examination that is much more intensive than required by the DOT.
- Pre-employment drug screen.
- Road test with a Route Manager.

Once hired, drivers must participate in on-going training, both in-class and on-the-job and drug and alcohol testing programs to include:

- A minimum of five (5) days classroom and hands-on training including driver orientation, rules book knowledge, safe driving, disposal site safety, vehicle inspections and our Waste Watch program – more information on this program has been provided later in the proposal.
- A minimum of two (2) weeks on-the-job training with a driver trainer that includes incremental assessments, evaluations and focused training that promotes safe and efficient development of skills, attitudes and behaviors and clearly defines expectations and accountability.
- On-going training performed by supervisors who conduct route and landfill observations, ride-a-longs, and truck inspections with each driver at least monthly.
- Mandatory weekly safety meetings covering various subjects including defensive driving techniques, customer service, regulatory compliance, recent driving issues, incidents and other relevant training.
- Mandated DOT drug and alcohol testing program that includes 50% random testing for drugs and 10% random testing for alcohol on a monthly basis and post-accident and reasonable suspicion testing.

Waste Management's M2Z program has resulted in 20% reductions in employee injuries in each of the last three years for a total three-year reduction of 60%. Many other Fortune 500 companies like American Airlines and Caterpillar are asking to benchmark our safety program in an effort to improve their performance. Furthermore, our drivers participate in quarterly and annual safety bonus/incentive programs for remaining accident and injury free

Chapter 13: Hiring Practices

Employment eligibility for all new hires will be verified utilizing the Department of Homeland Security's E-Verify Program. All new hires will complete an I-9 form and provide the required documentation (document from List B must include a photograph) within the first three days of employment. Upon completion of the I-9, the I-9 form and documentation will be verified against E-Verify before the end of the third day of employment. A "confirmed" response will result in continued employment with WM. A "tentative non-confirmation" will require the employee to resolve the discrepancy with the Social Security Administration or Department of Homeland Security within 8 days. If the discrepancy is not resolved and a second inquiry of E-Verify is not made

Chapter 14: Commitment to Sustainability

While Waste Management may be known as a trash and recycling company, in reality we are really an environmental services company, providing the best route to resource sustainability for families, businesses and municipalities. And we are committed to helping our customers thrive and prosper through business practices reflecting social responsibility and environmental excellence.

Waste Management of Arizona is the premier environmental solutions partner for Arizona's Cities and Towns. Our leadership in comprehensive waste reduction, recycling, energy recovery, and collection/disposal services will assist the City in meeting their goals.

We are so committed, in fact, to Thinking Green every day that we have instituted lofty sustainability goals unmatched by any company in the industry, including:

- Doubling waste-based energy production – Today, Waste Management creates enough energy to power 1 million homes each year through landfill-gas-to-energy and waste-to-energy facilities:
- Triple the volume of recyclables – Waste Management currently manages 8 million tons of recyclables, and by 2020 it plans to process more than 20 million tons.
- Improve fuel efficiency – By directing capital spending of up to \$500 million per year over the next decade, Waste Management will move to increase fleet efficiency by 15 percent and reduce emissions by 15 percent by 2020.
- Preserve and restore wildlife habitat – Waste Management plans to quadruple the number of its facilities certified by the Wildlife Habitat Council from 24 to 100. By 2020, the company expects to have set aside 25,000 acres for conservation and wildlife habitat.

Why should this matter to the City of Holbrook? Because at Waste Management we are not only the industry leader in sustainable solutions, and THE only company that can help the City of Holbrook develop and exceed its sustainable goals, but we are committed to *walking the walk we talk!*

Chapter 15: Community Engagement

Waste Management's operations span all of North America, providing vital services to homes, schools, businesses and government facilities. Yet Waste Management maintains a strong local commitment to every community we serve.

Because we embrace the opportunity to be a good corporate citizen, Waste Management has a vigorous and growing community relations program. We are involved in local organizations, take part in local activities and our employees volunteer throughout their communities.

Furthermore, Waste Management is committed to serving our local communities through the support and sponsorship of many local and regional programs. In fact, in 2009 Waste Management supported many local community organizations with donations or in-kind services in the Holbrook area, after all, supporting communities – making them cleaner, safer and stronger – is what Waste Management is all about.

Chapter 16: Insurance Requirements

Waste Management has included a sample of its Certificate of Insurance indicating the various coverage's provided. Waste Management will provide evidence of insurance issued and include all required additional insured information upon contract award.

Sample Certificate of Insurance



CERTIFICATE OF LIABILITY INSURANCE

1/1/2012

DATE (MM/DD/YYYY)
12/30/2010

PRODUCER
LOCKTON COMPANIES, HOUSTON
LOCKTON COMPANIES OF HOUSTON
5847 SAN FELIPE, SUITE 320
HOUSTON TX 77057

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURED
1300299 WASTE MANAGEMENT HOLDINGS, INC. & ALL AFFILIATED, RELATED & SUBSIDIARY COMPANIES INCLUDING: WASTE MANAGEMENT NATIONAL SERVICES INC.

INSURERS AFFORDING COVERAGE	NAIC #
INSURER A: ACE American Insurance Company	22667
INSURER B: Indemnity Insurance Co of North America	43575
INSURER C: ACE Property & Casualty Insurance Co	20699
INSURER D:	
INSURER E:	

COVERAGES A1 THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER AND THE CERTIFICATE HOLDER. THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR/ADD'L LTR	INSRD	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
A		GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> XCU INCLUDED <input checked="" type="checkbox"/> ISO FORM CG 00011207 GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC	HDO G25524937	1/1/2011	1/1/2012	EACH OCCURRENCE \$ 5,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 5,000,000 MED EXP (Any one person) \$ XXXXXXXX PERSONAL & ADY INJURY \$ 5,000,000 GENERAL AGGREGATE \$ 5,000,000 PRODUCTS - COMPIOP AGG \$ 6,000,000
A		AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> ALL OWNED AUTOS SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS <input checked="" type="checkbox"/> MCS-90	MMT H08631463	1/1/2011	1/1/2012	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ XXXXXXXX BODILY INJURY (Per accident) \$ XXXXXXXX PROPERTY DAMAGE (Per accident) \$ XXXXXXXX
		GARAGE LIABILITY <input type="checkbox"/> ANY AUTO	NOT APPLICABLE			AUTO ONLY - EA ACCIDENT \$ XXXXXXXX OTHER THAN EA ACC AUTO ONLY: \$ XXXXXXXX AGG \$ XXXXXXXX
C		EXCESS/UMBRELLA LIABILITY <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> DEDUCTIBLE <input checked="" type="checkbox"/> UMBRELLA FORM RETENTION \$	XOO G25828562	1/1/2011	1/1/2012	EACH OCCURRENCE \$ 15,000,000 AGGREGATE \$ 15,000,000 \$ XXXXXXXX \$ XXXXXXXX \$ XXXXXXXX
B		WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/ MEMBER EXCLUDED? (Mandatory in NH) if yes, describe under SPECIAL PROVISIONS below	WLR C46469768 (AOS)	1/1/2011	1/1/2012	<input checked="" type="checkbox"/> WC STATU-TORY LIMITS <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 3,000,000 E.L. DISEASE - EA EMPLOYEE \$ 3,000,000 E.L. DISEASE - POLICY LIMIT \$ 3,000,000
A		Y/N <input checked="" type="checkbox"/>	WLR C4646977A (CA & MA)	1/1/2011	1/1/2012	
A			SCF C46469781 (WI)	1/1/2011	1/1/2012	
A		OTHER EXCESS AUTO LIABILITY	XTR H08631475	1/1/2011	1/1/2012	COMBINED SINGLE LIMIT \$9,000,000 (EACH ACCIDENT)

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS
 CANCELLATION: 30 DAYS EXCEPT 10 DAYS NOTICE FOR NON-PAYMENT. BLANKET WAIVER OF SUBROGATION IS GRANTED IN FAVOR OF CERTIFICATE HOLDER ON ALL POLICIES WHERE AND TO THE EXTENT REQUIRED BY WRITTEN CONTRACT WHERE PERMISSIBLE BY LAW. CERTIFICATE HOLDER IS NAMED AS AN ADDITIONAL INSURED (EXCEPT FOR WORKERS' COMP EL) WHERE AND TO THE EXTENT REQUIRED BY WRITTEN CONTRACT.

CERTIFICATE HOLDER
10761203
"FOR INFORMATIONAL PURPOSES ONLY"

CANCELLATION
SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.
 AUTHORIZED REPRESENTATIVE

ACORD 25 (2009/01)

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 The ACORD name and logo are registered marks of ACORD
 For questions regarding this certificate, contact the number listed in the 'Producer' section above.

Chapter 17: Additional Items

Inclement Weather - During inclement weather conditions, Waste Management will make all reasonable efforts to continue collection services. In the event that inclement weather conditions or situations beyond our control should prevent Waste Management from performing collections in a safe manner, the City will be notified of the situation immediately when it becomes known and a contingency plan will be established agreeable to both the City and Waste Management. Waste Management also uses an out-dial system to notify customers of service interruptions, and could implement this program within the district with the approval of the City. If delays occur, all services will typically resume the following day or when weather conditions will permit safe operations to continue, with the remaining week's pick-up quickly following until completed.

Service Flexibility - Waste Management will provide consistency and dependability in its pick-up schedule. Changes in regular collection routes or schedules may be requested, as needed, to maintain efficiency and productivity. Routing and scheduling changes will be made only where necessary to provide consistent quality service upon commencement of Waste Management service and as the City continues to grow. Waste Management will review and seek approval for any proposed day changes with the City at least 30 days prior to changes being made, and will communicate any necessary changes to residents using the most appropriate method(s) including City offered information distribution system(s).

Additional Taxes, Fees or Regulatory Cost – The City agrees that the contract rate(s) agreed to hereby may be increased by the actual amount of any new costs imposed on Waste Management after the date hereof in the nature of new or increased fees, taxes or surcharges imposed by any governmental authority or increased operating costs caused by the actions of such regulatory or governing authority adjusted annually on the anniversary date of the contract.

Conclusion

This proposal details Waste Management of Arizona's solutions for addressing the City's long-term trash needs. Waste Management has designed this program to achieve the optimum balance between service, price and convenience. All of these services are supported by the strength and experience of North America's leading trash services company and are backed by the waste industry's most comprehensive Service Guarantee.

If the City has any questions about any aspect of this proposal or would like to discuss any topic in greater detail, please feel free to contact Willie Black at (480) 457-4876. Otherwise, Waste Management of Arizona looks forward to working with the City of Holbrook to completing all necessary contractual documentation.

William T Black
(480) 457-4876 (Office) (602) 592-6948 (Cell)
wblack@wm.com

EXPERIENCE

Public Sector Solutions Manager, Waste Management

Tempe Arizona
August 2012 to Present

- Manage County and Municipal contracts for the state of Arizona
- Build relationships with customers and potential customers to meet the needs of each community
- Coordinate changes to Contracts and Agreements to benefit the customer and Waste Management
- Represent Waste Management at functions related to Public Sector Service

Solid Waste Management Director, City of Mesa

Mesa, Arizona
April 2007 to July 2012

- Responsible for overseeing administration, solid waste and recycling collections, Household Hazardous Waste events, customer service, outreach and disposal programs for Mesa
- Includes preparation and monitoring of the department's budget (\$24 million), monitoring revenue targets (\$47 million), establishing rates, negotiating contracts, ensuring compliance with local and federal laws and developing new programs
- Coordinate the development of short and long term goals by working with staff to improve services to meet Council Strategic Initiatives
- Supervise a staff of 127 employees
- Continue improving safety in the Department, .5 vehicular accidents per 100,000 miles driven
- Implemented a workout facility with a Wellness Consultant to reduce workman's compensation injuries

Solid Waste Collections Administrator, City of Mesa

Mesa, Arizona
July 1989 to April 2007

- Coordinating the activities of container maintenance, front-end loader and roll off collection
- Experience with the sales and marketing of Commercial service
- Commercial section competes with private haulers for businesses in Mesa
- Currently we service over 43% of the available market
- By ordinance Mesa services all multi-unit dwellings, over 450 accounts
- Responsibilities include the planning and budgeting for the section, which includes the purchasing of equipment, supplies, bins and barrels
- July 2001, full responsibility for the collections operation which included our Residential section
- Residential customers in excess of 114,000, Mesa provides a three-cart system in addition to a pay-as-you-throw program
- Implemented 100% automation in addition to converting alley service to curbside

Solid Waste Foreman, City of Mesa

Mesa, Arizona
1987 to 1989

- Responsible for monitoring the Variance for once a week collection the City obtained from Maricopa County
- Monitored the activities of private waste firms working in Mesa without valid permits
- Worked with the operators on the day-to-day activities related to collection

Sanitation Equipment Operator II Special Assignment, City of Mesa

Mesa, Arizona
1983 to 1987

- Operated a front-end loader and roll off truck in the Commercial section
- Received Safety awards annually in addition to being recognized for 5 years with a perfect driving record

Sanitation Worker/ Operator I / Operator II, City of Mesa**Mesa, Arizona**
1982 to 1983

- Worked on the trains collecting refuse as assigned
- Worked on a manual side loader collecting refuse on assigned routes

Sanitation Driver, SCA of Phoenix**Phoenix, Arizona**
1980 to 1981

- Operated an automated side loader collecting refuse on assigned routes
- Zero accidents and perfect attendance during my tenure with SCA

EDUCATION

- Bachelor of Science Degree in Business Administration
August 2000, University of Phoenix
- GPA 3.57/ 4.0

AWARDS

- Numerous safety awards as an operator and supervisor
- \$9,250.00 cash award for a cost savings approach to disposal
- American Public Works Association: Team Quality Award 1997
- National Solid Waste Association of North America Award for Innovative Collection Systems 1997

PUBLICATIONS

- Presenter, Solid Waste Association of North America, 1997 Collection Symposia
- Presenter, Solid Waste Association of North America, 1998 Collection Symposia
- Presenter, Solid Waste Association of North America, 2000 Collection Symposia
- WASTE AGE, April 1998
- Featured on the cover of World Wastes, October 1998
- Author, Integrated Solid Waste Management (college text book published in 1999), wrote the section on commercial collection, "The Collection of Commercial, Institutional and Industrial Solid Waste."
- Solid Waste Collection and Transfer (college text book published in 2000) assisted with the review of the chapter on commercial collection.

PROFESSIONAL ASSOCIATIONS, MEMBERSHIPS, AND LICENSES

- Solid Waste Association of North America: Awarded Life Membership
- Solid Waste Association of North America : Region 1 Director 2005/ 2006
- Solid Waste Association of North America : International Board member 2002 to 2006
- Solid Waste Association of North America : President: 98/99
- Solid Waste Association of North America Officer (Treasurer) :97/98
- Solid Waste Association of North America Officer (Secretary): 96/97
- American Public Works Association : Solid Waste Committee Member
- Maricopa Association of Governments: Solid Waste Committee Member
- Certified Collection Manager, Solid Waste Association of North America, currently on faculty as an instructor
- Class B Commercial License

REFERENCES

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Deputy City Manager, City of Mesa (retired)
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John Pombier
Deputy City Manager, City of Mesa
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